



MOUNTAIN LAKE
LAKE WALES, FLORIDA

February 2, 1956

The Honorable Allen Dulles
Director of Central Intelligence
Central Intelligence Agency
2430 E Street, N. W.
Washington, D. C.

Dear Allen:

Imposing on an old friend, I am sending you copies of letters I wrote today to Governor Adams and to your brother. Together, these letters tell my story pretty completely.

You can see from them that I hope to obtain from the CIA a first class man on loan for the balance of the year. This man would not serve in any way in a liaison capacity between the CIA and the White House. He would use his intelligent experience and knowledge of CIA procedure merely as background for general staff assistance to me in the performance of my personal work.

You will notice from the press accounts that my job which I, myself, have delimited with the President's unqualified approval, is more restricted than the job held by either C. D. Jackson or Nelson Rockefeller. I do not consider myself an idea man or a man to formulate or sponsor foreign policy. Literally, I shall restrict myself to assisting in the coordination and timing of the execution of foreign policies involving more than one department or agency. In the performance of this duty I think my own staff should never be used when the staff work can be done more appropriately by the staff of the OOB or by some other department or agency. There will remain, however, work which I must do personally requiring staff assistance of a very few men of very high quality.

In the case of the man on my staff from the CIA, I think I could be best served by someone with general knowledge of the agency but perhaps specifically trained in its intelligence estimating function. It would seem to me that close familiarity with the national intelligence estimates would be the most useful asset in the CIA member of my staff which would be dealing with problems connected with the execution of foreign policies.

My personal plans are included in the letter to Governor Adams and I shall greatly appreciate hearing from you at your convenience.

With best personal regards,

Very sincerely,

Bill

William H. Jackson

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February 2, 1956

Governor Sherman Adams
The White House
Washington, D. C.

Dear Governor Adams:

The press reports of my appointment seemed all right to me and I have had no inquiries from the press whatever. There was a mistake in several of the papers which implied that I was taking a part-time job. This probably resulted from the fact that arrangements were made, not at my suggestion, to pay me for each day that I might work prior to taking over the job officially on March 1st.

As I told you, my proposal is to have a staff of five men and an appropriate number of secretaries and stenographers. This staff would consist of an executive officer, without any such title, to keep administrative matters straight. The other four should be drawn from the CIA, the USIA, the Department of State, and the Department of Defense. These men should know their respective agencies or departments and be able to think and to write.

Since I am proposing such a small staff, which I shall gladly reduce if I can get along with less, I am going to do my damndest, even to the extent of asking you for help, to get first class men. I know it is difficult to get government agencies to release a first class man if they ever get hold of one. However, the agencies and departments should have a good deal to gain from the services of the men they release to me.

It is essential that I be fully prepared on the basis of the work of my own staff with respect to the diversified matters in which I shall be involved. It is also essential that my work of coordination and timing as it relates to the various agencies and departments be performed, at least in part, by men who have worked in these agencies and departments and are entirely familiar with their procedures. Someone may ask why all this should not be performed by the staff of the OCS. My answer is that I do not run the OCS and the OCS staff is not my staff. If my job were only a duplication of the work of the OCS, it would be an unnecessary job in the first place. Incidentally, if my job proves unnecessary, I hope to be the first to let you know. In the meantime, working alone I think I should run my legs off and wear out a government car

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in an effort to cover all the bases. Even if I could touch all the bases and attend all the meetings, without some staff help I should never be fully prepared to do effective work.

I am taking the liberty of writing to Foster and to Allen about this matter of staff and hope to see Mr. Wilson or someone in the Department of Defense the next time I am in Washington.

In regard to my personal plans, I shall be at this club until Monday, February 6th, and thereafter at the Ricamar Club, Vero Beach, Florida. Unless I am needed sooner in Washington by the President or by you, I propose to arrive there on Monday, February 27th. This will give me a few days to make arrangements with respect to space, staff et cetera in preparation for taking over the job as announced on March 1st. In the meantime, I hope you will feel entirely free to interrupt this long vacation if you want me for anything or feel that there is anything I should do in Washington prior to February 27th. In order to save time, I am sending a copy of this letter to Foster and Allen Sullivan.

With best personal regards,

Very sincerely,

William H. Jackson

WHD/bb

cc: Hon. Allen Dulles

Executive Registry

2-8828

February 2, 1956

The Honorable John Foster Dulles
Secretary of State
New State Department Building
Washington, D. C.

Dear Mr. Dulles:

I am taking the liberty of enclosing a copy of a letter which I wrote today to Governor Adams. The letter, I think, speaks for itself and in sending a copy to you I had in mind that someone in your department might start thinking now about the request that I shall make of you for a good man.

You will agree, I hope, that I am proposing a small staff. This staff will do nothing that should more appropriately be done by the staff of the OCE or the staff of any other agency or department. As I told Governor Adams, I shall gladly reduce it if it proves to be too large. However, there is work that I must do personally or otherwise my own job is unnecessary. In this work I must have some staff assistance or read and run myself to the point of uselessness. This assistance should be provided by a very few first class men.

It may not be tactful or even polite to point out to you that without your confidence and assistance I should now be happily retired with nothing to worry about except my golf game. I should hate to prove unworthy of your confidence for want of a good assistant from the Department of State which has so many first class men. I have discussed this matter casually with Douglas MacArthur and I am sure also that Mr. Hoover will understand my problem.

My personal plans are included in my letter to Governor Adams but I am ready at any time to interrupt this long vacation if you need me for anything in connection with my new job.

With best personal regards,

Very sincerely,

William H. Jackson

WHJ/bb

Enc.

cc: Hon. Allen Dulles ✓